

Middle School Initiative

**PART I
COVER SHEET**

CAP 2 SEMESTER 1 WEEK 13

COURSE: Rickenbacker Leadership Laboratory, Achievement 4

LESSON TITLE: Duties and Responsibilities - ABCDs of Leadership, Roles of Leadership, and the NCO as a Supervisor

LENGTH OF LESSON: 50 Minutes

METHOD: Informal Lecture

REFERENCE(S):

1. AFM 36-2241 V1, *Promotion Fitness Examination Study Guide*
2. AFM 36-2241 V2, *USAF Supervisory Examination Study Guide*
3. *Leadership: 2000 & Beyond*

AUDIO/VISUAL AIDS/HANDOUTS/ACTIVITY MATERIAL(S):

1. Know Your ABCs
2. Overhead Projector
3. Transparencies

COGNITIVE OBJECTIVE: The objective of this lesson is for each cadet to:

1. Understand his or her duties and responsibilities as a Senior Airman.
2. Be fully cognizant of the leadership alphabet.
3. Know the roles of leadership as a junior NCO.

COGNITIVE SAMPLES OF BEHAVIOR: Each cadet will:

1. Willingly accept new duties and responsibilities commensurate with his or her current cadet grade.
2. Apply those qualities of a good follower-leader.
3. Apply the rules of supervision as a junior NCO.

AFFECTIVE OBJECTIVE: N/A

AFFECTIVE SAMPLES OF BEHAVIOR: N/A

Middle School Initiative**PART II
TEACHING PLAN
Introduction**

ATTENTION: Welcome to the fourth series of the Civil Air Patrol Leadership Laboratory.

MOTIVATION: Just a couple of weeks ago, you earned your Senior Airman insignia of grade. This puts you in the position of what is called a junior NCO. In the Air Force, you would be classified as a journeyman in the specialty that you would be pursuing. This stage is referred to as follower-leader. You continue to learn by following those senior to you, and when qualified, you may lead and teach those junior to you.

OVERVIEW: In today's class, we will discuss your role as a junior NCO and how you, as a leader, may fit into a very complex structure of supervision.

TRANSITION: Are you ready to learn and practice the functions of an NCO?

Body

MP 1 In your previous achievement, some of you were selected to perform NCO and officer duties within the "drill squadron." These duties allowed you to become somewhat proficient in performing as a flight sergeant, a flight leader, or as a first sergeant. As you progress in your roles of leadership, these duties and responsibilities will be expanded to include the role I fill as the "commander" of this unit. We will be expanding your knowledge of drill and ceremonies as well as your capabilities as an NCO supervisor.

MP 2 There are a plethora of letters of the alphabet that apply to leadership. At this time, we will look at the first four.

A is for abilities. Are you mentally alert? Do you have a high level of theoretical thought? Can you provide professional knowledge on any particular subject or situation? Can you communicate intelligently with others? Do you have the ability to work with others – those that may be senior to you, equal, or even subordinate to you?

B is for behavior. When dealing with others, particularly subordinates, be sincere in your actions. Be where the action is. If you lay a task upon a junior cadet, assure them that you will be immediately available to assist as necessary. Do not just assign the task and walk away. Stay in good physical condition and set the proper example at all times.

C is for characteristics. As a potential leader in this program, or in school, you should show respect for authority, have good self-discipline, have high moral integrity, be patriotic, and be loyal to those of your unit.

D is for dynamics. To be an effective leader members of the unit should accord you respect and fellowship. Likewise, you must reciprocate this respect for unit members. If this is not accomplished, you then become nothing but an authority figure. One must be able to bend in the wind – be flexible; adapt to the changing conditions of the unit and its people.

MP 3 *"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."* George S. Patton, General, US Army

Leadership roles of cadets are generally that of both a follower and a leader in this phase of training. If you are assigned as an element leader, it is because you have some outstanding leadership traits that are being utilized. You supervise and train your element members. As an element leader, you are responsible to your flight leader to assure that your training and supervision is correct.

This shows that you have a dual role – that of the leader and the follower. In this position of element leader, you may be performing these roles simultaneously.

General Patton's statement could be rather misleading in that most of you may not have the skills nor knowledge to perform as required. You must be taught basic skills and have the knowledge to use the skills properly. Your imagination can be used to achieve the perceived goal. As I stated sometime back, you learn something new every day and that knowledge might be applied to a new task.

Baron Friedrich Wilhelm von Steuben, George Washington's inspector general said, *"One must first explain – then give the order."* This comment by him many, many years before General Patton brings us back in line with what we are studying – military leadership and how to use it effectively.

Let's take a look at some of the rules that make a NCO a leader.

TRANSPARENCY LL 4.1.1 – Roles of the NCO

These rules apply to all of you in this program as you are all at the same level of training. As you progress upwards in grade and intermingle with those of lesser or higher grade you will find your particular niche or level of supervisory responsibility.

TRANSPARENCY LL 4.1.2 – Roles of the Officer

You see here that the governing rules of behavior are somewhat different. The officer is more intent on the planning and overseeing than the actual doing of an implied task.

MP 4 The noncommissioned officer is a supervisor-worker, depending on his or her grade level. He or she is responsible for the directing, inspecting, and evaluating the activities of those junior in rank.

Before putting a person in any leadership position their qualifications must be determined. Only the best person should be selected based on qualitative interviews. Follow up interviews with the assigned individual will determine if you have selected the right person for the job. Assist as necessary to assure that the job is completed in a timely fashion. Replace this person only if absolutely necessary.

Once the correct person has been selected for a specific task, the supervisor should instill in that person a willingness to work toward the established goal. This can be accomplished by understanding and being sensitive to those that are subordinate to you. Be cordial, but impartial. Show interest in them and make them feel important to your unit. Define their part in the unit; what is their job description? If at all possible, provide an atmosphere conducive to good communications – up, laterally, and down.

As you mature in your supervisory role you learn to establish goals that must be attained by your subordinates. To meet these goals, it is your responsibility to assure that your people are properly trained. The goals must be specific, attainable, challenging, measurable, and acceptable to all. You, as a junior supervisor, must provide a means for feed back so that progress towards the specific goal may be judged.

Once a cadet has been assigned a task and it has been completed as expected, assign another task of greater importance. This establishes a challenge for the subordinate. If the cadet expresses the feeling that he or she is being picked on, explain to them that he/she is being nurtured for a more responsible position in the unit. They are in the process of being trained to accept a position of leadership. Work is essential to learning good leadership traits, providing the work is essential to unit missions.

Using your personnel fully means that there is no slack time while on the job. Wasted time is not beneficial to the mission of your unit. Each person should be given meaningful work. By keeping them busy they can grow on the job. The tasks assigned to your cadets should be safe in nature and not so hard as to create anxiety, frustration, or stress. This would be counter productive.

Tasking of individuals should be accomplished in such a manner as to allow you to equally oversee each individual. The span of control for the average "manager/supervisor" is no more than seven people. In an element there could be up to a maximum of 12 or 14 cadets. Effective control is lost at this point. An assistant element leader is needed to help you supervise subordinate cadets. The element leader tasks the assistant element leader to oversee several cadets by delegating him the responsibility. The assistant is held accountable for those in his charge.

Make sure that assigned tasks are meaningful. Assigning a cadet to a useless task may demoralize that cadet. If the task was useless to begin with, it should be eliminated.

MP 5 General Larry D. Welch, former Air Force Chief of Staff, offered some solid guidelines on leading people:

TRANSPARENCY LL 4.1.3 – General Larry D. Welch's Quote

"Give our Air Force people reasonable goals they can understand and support and the wherewithal to do the job and the trust and authority to do it; get out of the way and they'll do it. My points of course were not the specifics of what was done - they are principles that apply across the board:

- *Trust in the dedication, capabilities, and motives of good people.*
- *Reasonable, attainable, worthy goals.*
- *An obsolete dedication at higher leadership levels to get rid of obstacles that frustrate and delay people trying to do the mission.*
- *Providing a professional atmosphere.*
- *Reward for success and, when needed, penalties for failure. When we follow those principles, the results are gratifying."*

Conclusion

SUMMARY: During our session today, we have discussed your possible duties as a Senior Airman and covered some of the leadership alphabet, various roles of leadership, and the NCO as a supervisor.

REMOTIVATION: You are on the road to becoming a junior supervisor. The road to becoming an effective CAP cadet NCO supervisor is long and arduous. I have a handout that you should refer to occasionally. Hopefully it will reinforce what has been taught thus far and what is to be taught later. You have the choice to better yourself in all aspects of life and I hope that you do.

CLOSURE: Be sure to read Chapter 4 of your leadership laboratory manual and answer the pertinent questions at the end of the chapter.

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**PART III
LESSON REVIEW**

LESSON OBJECTIVE(S): The objectives of this lesson is for each cadet to:

1. Know his or her responsibilities and duties as a Senior Airman.
2. Understand the ABCDs of leadership.
3. Know the roles of leadership.
4. Understand the role of the NCO as a supervisor.

LESSON QUESTIONS: End of chapter exercise to be checked.

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To Achieve Your Dreams, Remember Your ABCs

Handout H-1

- A** **Avoid negative sources, people, things and habits.**
- B** **Believe in yourself.**
- C** **Consider things from every angle.**
- D** **Don't give up and don't give in.**
- E** **Enjoy life today; yesterday is gone and tomorrow may never come.**
- F** **Family and Friends are hidden treasures. Seek them and enjoy their riches.**
- G** **Give more than you planned to give.**
- H** **Hang on to your dreams.**
- I** **Ignore those who try to discourage you.**
- J** **Just do it!**
- K** **Keep on trying, no matter how hard it seems. It will get better.**
- L** **Love yourself first and foremost.**
- M** **Make it happen.**
- N** **Never lie, cheat, or steal. Always strike a fair deal.**
- O** **Open your eyes and see things as they really are.**
- P** **Practice makes perfect.**
- Q** **Quitters never win and winners never quit.**
- R** **Read, study and learn about everything important in your life.**
- S** **Stop procrastinating.**

- T Take control of your own destiny.**
- U Understand yourself in order to better understand others.**
- V Visualize it.**
- W Want it more than anything.**
- X Xccelerate your efforts.**
- Y You are unique of all of Nature's creations. Nothing can replace you.**
- Z Zero in on your target, and go for it!!**